FY 2007: Human Capital Initiatives

INITIATIVE	RATIONALE	PRIORITIZATION (TIMING & RESOURCES)	NEW, ENHANCED, OR ONGOING	MISSION IMPACT: LOW, MEDIUM, HIGH	IMPACT ON NIH MISSION
Recruit, Develop, Retain, and Strategically Manage a World-Class HHS Workforce					
Meet the OMB/OPM mandated "Green" Standards for Success and Proud-To-Be 4 Goals. *(See additional milestone requirements related below).*	PMA HHS Strategic Plan Objectives	By 30 Sep 07	On-going	Medium	Part of mission accomplishment depends on the success of human capital policies, programs, practices, and operations, which is why it is important for NIH to develop a human capital plan. Succession planning is a significant component of human capital planning as numerous employees become eligible for retirement in the next few years. NIH will need to retain their knowledge and have the talent ready to be hired to fill in where needed. Having a comprehensive human capital plan can assist NIH continue to meet its mission.
Implement a comprehensive Human Capital Plan that is fully integrated with the agency's overall strategic plan and annual performance goals, analyzes the results relative to the plan, and uses them in decision making to drive continuous improvement.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	Part of mission accomplishment also depends on the success of human capital policies, programs, practices, and operations, which is why NIH has started to develop a human capital plan.
Human Capital Partnership Initiative - Collaborate with IC to creatively use Human Capital programs to improve recruitment and retention.	PMA HHS Strategic Plan Objectives		New	Medium	The Human Capital Partnership Initiative moves workforce planning from the broader NIH level to Institute and Center (I/C) levels. By providing the IC's with new tools and techniques for continuously analyzing human capital needs, improving current systems, and crafting action plans NIH can ensure hiring efforts are more effective. NIH will therefore be better prepared to plan and react to the ever-changing workforce environment. This helps NIH achieve its mission by ensuring the workforce is flexible enough to adjust to the ever-changing field of science.
COMPETITIVE SOURCING: Oversee the NIH Transition Center to facilitate placement of employees during mandatory placement period. Identify steps the IC Management can take to achieve a satisfactory placement and transition for the IC and the employee.	PMA HHS Strategic Plan Objectives: Competitive Sourcing Program NIH Performance Plans	30-Sep-07	On-going	Medium	The NIH Transition Program serves the NIH community by supporting both managers and employees in managing change, transitioning to new positions, and dealing with changes in work situations. Successful transitions minimize adverse effects of competitive sourcing activities and provides the NIH community with employees, that while affected by competitive sourcing, continue to be productive NIH employees supporting NIH's scientific endeavors.
Analyze existing organization structures from service and cost perspectives and is implementing a plan to effectively deploy, restructure, de-layer and use competitive sourcing, eGov solutions, as necessary; and has processes in place to address future changes in business needs.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	Outsourcing and consolidation, done with the support of a knowledgeable Human Resource Advisor, can provide cost savings and increased efficiency with the least disruptions for the NIH community. This allows the NIH community to focus on scientific endeavors.
Succession strategies, including structured leadership development programs, result in a leadership talent pool and agency meets its targets for closing leadership competency gaps.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	Succession management is an important component of human capital planning as numerous employees become eligible for retirement in the next few years NIH will need to retain their knowledge and have the talent ready to be hired to fill in where needed.
Demonstrate that it has performance appraisal and awards systems for all SES and managers, and more than 60% of the workforce, that effectively: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance; and provide consequences based on performance. In addition, at a beta site, there is evidence that clear expectations are communicated to employees; rating and awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the site is ready to link pay to the performance appraisal system. The agency, by employee population, has significantly increased the size of the beta site and is working to include all agency employees under the system.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	By moving to a performance based appraisal system NIH employees will be required to include elements from the 2007 Departmental Objectives in their plans. As a result performance plans will be geared toward accomplishing the NIH and DHHS missions.

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Meet targets for closing competency gaps in mission-critical occupations and integrate appropriate competitive sourcing and eGov solutions into gap closure strategy.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	The NIH Competency Development Program advanced the initial competency model by elaborating on its breadth and depth, and includes two primary areas of focus: • Expansion of current NIH competencies: Development of NIH Core Competencies, Leadership, Management and occupation-specific competencies for several mission-critical occupations in the medical, scientific and administration groups • Identified proficiency levels for current and other mission critical occupational competencies: Alignment of competencies and proficiency levels to training, which will provide employees with a defined path to follow for enhancing and expanding their skills.
Meet targets for hiring process improvements based on CHCO Council criteria.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	Improving the hiring process will help NIH attract and hire quality talent to support the NIH Mission.
Periodically conduct accountability reviews with OPM participation, taking corrective and improvement action based on findings and results, and providing annual report to agency leadership and OPM for review and approval.	GREEN Standards for Success	By 30 Sep 07	On-going	Medium	NIH is committed to collaborating with OPM. requirements.
CSD and Selecting Officials collaborate to ensure that "Certificate of Eligible's" are processed within an average timeframe of 45 days or less. Ensure diversity issues are considered throughout the hiring process.	All Supervisors and Managers Performance Plans (as appropriate)	By 30 Sep 07	On-going	Medium	CSD has been able to meet or beat the OPM's 45-workday Hiring Model since NIH began to measure it. CSD has started to work on certificates while they are still open to speed up the certificate creation, while also paying close attention to NIH's commitment to diversity.
Fully deploy and effectively manage the HHS Performance Management Appraisal Program which creates a results-oriented, performance-based workforce at all levels. In accordance with NIH/OHR established deadlines, 100% of covered employees will be placed on a PMAP performance plan on a calendar year basis and/or within 30 days of their EOD, 100% of covered employees will receive a mid-year progress review, 100% of covered employees will receive an end-of-year performance evaluation, and performance awards will be administered in a timely manner and in accordance with PMAP policy.	HHS Strategic Plan Objectives, NIH Director, All Supervisory Staff Performance Plans	By 30 Sep 07	On-going	Medium	By moving to a performance based appraisal system (PMAP) NIH employees will be required to include elements from the 2007 Departmental Objectives in their plans. As a result performance plans will be geared toward accomplishing the NIH and DHHS missions.
Support the HHS Human Capital effort by participation in Departmental Programs that will strengthen our workforce, such as Increasing Diversity, Succession Planning, Talent Management, Recruitment, and Leadership and Knowledge Management.	HHS Strategic Plan Objectives	By 30 Sep 07	On-going	Medium	Talent Management - These efforts can be used to grow leadership capacity, ensure leadership continuity, retain and develop intellectual and knowledge capital, bring in diversity, identify positions or employees at risk, and establish a "leadership pipeline," which will provide NIH with the appropriate talent to meet its mission in the future. Talent Management efforts can be used to: * Grow leadership capacity; * Ensure leadership continuity; * Retain and develop intellectual and knowledge capital; * Attract a diverse workforce; * Identify positions or employees at risk and; * Establish a "leadership pipeline." This will will provide NIH with the appropriate talent to meet its mission in the future. NIH continues to participate in leadership and development programs that allows succession management (pipeline) efforts by bringing in new Federal employees as well as developing internal employees.

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Achieve measurable progress in furthering the Department's Diversity Management and Affirmative Employment Programs by eliminating the barriers identified in the FY 06 MD-715 report.	NIH Director Performance Plan	By 30 Sep 07	On-going	Medium	NIH is committed to improving diversity. By promoting diversity we are supporting NIH's mission and ensuring that all groups are represented as we strive to improve the health of the nation.
Support IC, NIH, and Departmental programs that strengthen our workforce, such as increasing diversity, succession planning, talent management, recruitment, and leadership and knowledge management. Join collaboration of OHR and IC staff to creatively use HR programs to improve recruitment and retention.	NIH Director, EOs, Supervisors, and CSD Staff Performance Plans	By 30 Sep 07	On-going	Medium	NIH continues to participate in leadership and development programs that allows succession management (pipeline) efforts by bringing in new Federal employees as well as developing internal employees. This is demonstrated through the use of the following programs: DHHS Emerging Leaders, Presidential Management Fellows, SES Candidate Development Program, NIH Management Intern Program, NIH STRIDE Program, NIH Senior Leadership Program and the DHHS Career Mentoring Programs.
DHHS Key Initiatives: Leadership and Knowledge Management					
Submit updated succession plans for approval.	PMA DHHS Proud To Be	By 1 Jun 07	On-going	Medium	Mission accomplishment depends on the success of human capital policies, programs, practices, and operations, which is why NIH is currently working on developing a succession planning strategy (a human capital plan). Succession planning is an important component of human capital planning as numerous employees become eligible for retirement in the next few years NIH will need to retain their knowledge and have the talent ready to be hired to fill in where needed. Having a comprehensive human capital plan assist NIH in continuing to meet is mission and ensure that the science and research can continue.
Submit bench strength and leadership competency results for PTB 4.	PMA DHHS Proud To Be	By 1 Jun 07	On-going	Medium	This initiative ensures NIH meets the 2007 Departmental Objectives and PMA requirements.
DHHS Key Initiatives: Talent					
Submit Quarterly Hiring Timeline Chart. Agencies hiring data must capture the number of applicants notified within 45 days and the length of time to make an offer.	PMA DHHS Proud To Be	Quarterly: by 1 Dec 06 (July-Sep data); 15 Mar 07 (Oct- Dec data); 1 Jun 07 (Jan-Mar data)	On-going	Medium	The Quarterly Hiring Timeline Table captures statistical information reflecting agency results in improving aspects of the Federal hiring process. The table captures information relating to hiring and applicant notification timeliness. Charts were and will continue to be completed and submitted in a timely fashion to ensure NIH meets requirements.
Analyze results of leadership competency assessments and develop strategies as appropriate to close identified competency gaps.	PMA DHHS Proud To Be	By 1 Dec 06	On-going	Medium	The NIH has proactively developed a functioning competency model that will be used by NIH Administration, Centers and Institutes to enhance human capital processes. This competency development has occurred in 9+ administrative occupation areas, including: Budget, Contracts, General Administration, Grants, Human Resources, Information Technology, Program/Management Analysis, Administrative Officer and Accountant. The competency model ensures the administrative community of NIH is fully prepared and able to support the mission.
Provide progress report on closing the customer service competency gaps in Human Resources Management (HRM).	PMA DHHS Proud To Be	By 1 Dec 06, 15 Mar 07, 1 Jun 07 (final report due)	On-going	Medium	This initiative ensures NIH meets the 2007 Departmental Objectives and PMA requirements.
Submit Status Report on improving hiring process based on CHCO Council Management and Applicant Satisfaction Surveys (January 2007).	PMA DHHS Proud To Be	By 15 Mar 07	On-going	Medium	This initiative ensures NIH meets the 2007 Departmental Objectives and PMA requirements.

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DHHS Key Initiatives: Accountability					
Submit HHS Annual HC Accountability Report which will include an assessment of Human Capital Accountability findings and the plan of action to address results and ensure continuous improvement.	PMA DHHS Proud To Be	By 1 Dec 06	On-going	Medium	DHHS must build a fully integrated human capital management approach that bridges the gap between where DHHS is today and where DHHS needs to be in the future. The same is true for NIH and its ability to achieve its mission, which is dependent on its workforce and planning accordingly for future challenges and changes. This initiative ensures NIH complies with DHHS requirements.
Continue to maintain OPM 30-day hiring timeframe for SES.	PMA DHHS Proud To Be	Quarterly: by 1 Dec 06, 15 Mar 07, 1 Jun 07	On-going	Medium	By reducing the time to hire employees, NIH will be able to bring people on board faster which will help to get the right people into critical occupations.
Continue to meet or exceed 45-day hiring model for all occupations.	PMA DHHS Proud To Be	Quarterly: by 1 Dec 06, 15 Mar 07, 1 Jun 07	On-going	Medium	CSD has been able to meet or beat the OPM's 45-workday Hiring Model (based on WitS data) since NIH began to measure it. Starting to work on certificates while they are still open will speed up the certificate creation. Sharing certificates amongst the NIH ICs will also cut down, in some cases, the hiring times. Using Category Rating might provide the Selecting Officials with better panels of applicants. This initiative ensures NIH complies with OPM requirements.
Capture data for metric on meeting 45-day standard to notify applicants of hiring decisions.	PMA DHHS Proud To Be	Quarterly: by 1 Dec 06, 15 Mar 07, 1 Jun 07	On-going	Medium	CSD has been able to meet or beat the OPM's 45-workday Hiring decisions since NIH began to measure it. Starting to work on certificates while they are still open will expedite the certificate creation process.
Add additionally functionality to eWITS: Recruitment module.	PMA DHHS Proud To Be	By 1 Dec 06	On-going	Medium	OHR developed and released a business process management system, utilizing HandySoft's BizFlow product (WiTS). WiTS is aimed toward assisting HR in standardizing, streamlining and simplifying its business processes, increasing client communications through the monitoring and tracking of HR actions, and for the provisions of metrics reports.

Based on WiTS, DHHS has adopted the system as an Enterprise system. Its first 2 processes ER/LR and Recruitment have just been released.

The continued development and support of both systems by OHR is not feasible. NIH has identified a number of functionalities that need to be incorporated into EWiTS, but there is uncertainty over whether the Department plans to implement them. As a tracking system it's essential to DHHS' responsibility to meet the President's Management Agenda, a fit gap analysis is required to determine which system best meets the needs of NIH. |
| Analyze results of Federal Human Capital Survey (FHCS) and develop strategies as appropriate in relation to the employee perspective metrics defined in the HCAIP for Leadership/ Knowledge Management, Performance Culture, and Talent. | PMA DHHS Proud To Be | By 15 Mar 07 | On-going | Medium | The bi-annual Federal Human Capital Survey of government employees evaluates job satisfaction and performance. The survey's results help OPM evaluate differences among agencies and across government. The survey provides NIH with a snapshot of findings in human capital management, and the opportunity for NIH employees to have their voices heard. |

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NIH Mandated					
HR Co-location/Austin Project	NIH Initiative		New	High	The Austin Project Co-Location Subcommittee will be working with each NIH IC to explore the possibility of CSD staff being co-located with their IC customers. The project will enable the IC's to have direct access to their HR staff which will provide improved communication and service.
HR Reorganization/Phoenix II Project	NIH Initiative			Medium	In order to focus on its mission, NIH needs to have the appropriate HR support available to assist scientists and administrative staff with human resource issues which include performance management, awards, benefits and employee relations. This is a top priority for the Human Capital Group (HCG) and particularly the Client Services Division (CSD).
Senior Executive Services Reengineering	NIH Initiative		On-going	Low	The SES Re-Engineering Project will assist NIH in improving SES hiring times as requested by DHHS and OPM.
EO Orientation	NIH Initiative		On-going		Current project mandated by NIH.
HCG Inventory Project	NIH Initiative		On-going		Current project mandated by NIH.
Career Leadership and Development Evaluation	NIH Initiative		On-going		Current project mandated by NIH.
Change Management Initiative	NIH Initiative		On-going		Current project mandated by NIH.
A-76 Review of HCG	HHS Mandated		Planned		Current project mandated by HHS.
Quick Classification	NIH Initiative		Planned		Current project mandated by NIH.
Corporate Recruitment	NIH Initiative	Short term goal to staff the recruiter vacancies; short to mid-term to staff a marketing specialist.	New	Medium	A focused recruitment strategy targeted on NIH priorities will help NIH to recruit and retain the best candidates; improved the pipeline of applicants and future leaders; and create an NIH presence with colleges, universities, and professional organizations.
NIH Workforce Plan					
NIH Workforce Plan. Support NIH workforce planning recommendations and human capital planning initiatives. Participate in on-going workforce analysis.	PMA, HHS Strategic Plan Objectives, HHS Mandated, NIH Director, IC Directors, SDs, and EOs Performance Plans, HHS Mandated	Phase I- January 2006 Phase II- July 2006 Phase III- TBD	Ongoing	High	Having a workforce nd human capital plan is instrumental in NIH's pursuit of research. It is important for NIH to anticipate changes that may occur in the agency and workforce. When all three phases have been completed, NIH will have a detailed analysis of demographic trends in the workforce over time as well as predominant occupations identified, and recommended actions. The workforce plan addresses challenges by separate communities (OER, OIR, and administrative).
Participate in HHS training and development programs that build competencies.	HHS Mandated		Enhanced		Identifying and reducing gaps is important to help NIH continue to remain the nation's premier research agency. People are such a critical part of NIH's success so providing them with the skills that they need via competencies will help them to do their jobs better and ready themselves for future promotions. This can be helped by identifying and developing strategies to address any gaps that may exist, as well as develop competencies for predominant occupations.

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HHS Performance Management Program					
Implement the new HHS Performance Management Program at NIH. Performance appraisals link to agency mission. Achieve Performance Accountability with new Performance Management System.	HHS Strategic Plan Objectives HHS Mandate	NIH- June 30, 2006 HHS- Dec. 31, 2006	New	High	By moving to a performance based appraisal system employees will be required to include elements from the HHS 20 in their plans and link their work to different initiatives within the HHS 20, which will result in performance plans that are geared toward NIH and HHS' mission as reflected in the HHS 20.
HHS Accountability System					
Implement the new HHS Accountability System.	HHS Requirement HHS Strategic Plan Objectives OPM Mandate	System will be approved- June 1, 2006 Implement activities with OPM guidance- Sep. 2006 HHS first annual Human Capital Accountability Report- October 2006	New	Medium	DHHS must build a fully integrated human capital management approach that bridges the gap between where DHHS is today and where DHHS needs to be in the future. The same is true for NIH and its ability to achieve its mission, which is dependent on its workforce and planning accordingly for future challenges and changes. This initiative ensures NIH complies with DHHS requirements.
Human Capital Program					
Design, develop, implement timely report on and monitor human capital initiatives that are responsive to HHS 20, PMA, and GPRA mandates.	PMA GPRA HHS Strategic Plan Objectives		Ongoing	Medium	Human capital planning is important to accomplishing NIH's mission. Having a human capital plan will help NIH meet and prepare for the future while ensuring the right people, talent, and skills fill appropriate needs. It can also help ensure that NIH uses resources and people more efficiently and effectively.
Human capital strategies linked to agency mission and goals	HHS Strategic Plan Objectives		Ongoing		
Organizational structure is efficient and cost effective	HHS Strategic Plan Objectives		Ongoing		
HR Related					
Improve HR services with real time tools via the portal.	GPRA	Ongoing SPD requirement	Ongoing	Low	Improvements to the Portal will enable employees to have better access to HR information, which will keep them informed with up to date information, thereby providing employees with the tools necessary to do their jobs.

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Systems Related					
Systems training for HHS mandated IT systems	HHS Mandates	This is an immediate requirement that SPD/OHR is currently providing and will continue to provide as additional systems are deployed & existing systems are enhanced.	Ongoing	Low	Systems training will provide employees with the necessary skills to utilize the new systems and technology that are being provided, which will hopefully make NIH more efficient and effective and therefore help us to meet our mission.
Implement plan to migrate to HHS Learning Management System and link to UFMS.	PMA HHS Mandated	Expected migration has pushed back to 4th Quarter FY07 per HHS/OPM/OMB	Ongoing	Medium	The DHHS Learning Portal is an enterprise learning management solution that will consolidate learning management and data across all operating divisions. NIH has continually encouraged the use of the LMS for all employees. This initiative ensures NIH complies with DHHS requirements.
Program Management Evaluation/Internal Controls					
Perform HR program management evaluations/internal control reviews.	Required under OMB Circular A-123		Ongoing	Low	Program management evaluations/internal control reviews are a necessity at NIH, as sound and ethical program management is the foundation of success in accomplishing NIH's mission.
Miscellaneous					
Monitor and communicate KPIs to the extent they are designed to capture metrics required under HHS 20 and PMA.	PMA	December 2006 (end of appraisal period)	Ongoing	Low	This initiative ensures NIH meets the 2007 Departmental Objectives and PMA requirements.
Implement OPM audit recommendations regarding the NIH DEU responsibilities.	External Organization for whom we receive delegated authorities		Ongoing		The centralization of the Delegated Examining (DE) authority (from OPM) into one unit should provide the NIH community with a faster response to those vacancy announcements that are published as "All Sources" where NIH invites the public to apply for its positions. By having exclusively dedicated HR Specialists in this unit, CSD believes that the quality and timeliness of these DE certificates will improve over the current baseline.

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